

**The Impact of Leadership Styles and Leaders' Competencies on
Employees' Job Satisfaction**

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**The Impact of Leadership Styles and Leaders' Competencies on
Employees' Job Satisfaction**

**A Thesis Submitted to the Graduate School in Partial Fulfilment of
Master of Human Resource Management
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By
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ABSTRACT

Previous studies have documented the impact of leadership styles on employees' job satisfaction. Also, it has been found that leaders' emotional intelligence plays a significant role in determining leadership styles and predicting employees' job satisfaction. However, it is argued in this thesis that for leaders to be competent they need to possess a number of competencies not only emotional intelligence. It is against this backdrop that the present study was carried out. Specifically, this study aimed at investigating whether leadership style and leaders' competencies influence employees' job satisfaction.

To this end, 233 respondents working in various organizations located in Saudi Arabia and Jordan were selected to participate in the study. Leadership style/behaviour was measured by the 20-item Leadership Style Questionnaire developed by Northouse (2001). This instrument has 10 items to measure task-oriented leadership style and 10 items relational/people-oriented leadership style. Leaders' competencies were measured by the Eight Universal Management and Leadership Competencies in 18 Skill Sets developed by the Profile Service Centre. This instrument contains three items to measure communication, three items for leadership, two items for adaptability, two items for relationships, two items for task management, two items for production, two items for development of others, and two items to measure personal development. Job satisfaction was measured by using the 5-item questionnaire developed by Brayfield and Rothe (1951).

The findings revealed that leadership style and leaders' competencies were statistically and significantly related to overall job satisfaction. Leaders' competencies were found to be the best predictor of job satisfaction. Moreover, it is found that competencies (in addition to emotional intelligence) like communication skills, solving problems, listening effectively, processing information, motivating successfully, delegating responsibilities, building personal relationships, focusing on working efficiently, taking action, and achieving results have a significant effect on forming leadership styles.

The limitations of this study and the recommendations for future research are also discussed.

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CHAPTER ONE

INTRODUCTION

INTRODUCTION AND PROBLEM STATEMENT

It is often argued that the success or failure of an organization hinges on the styles and skills of a leader. A leader can be defined as the one who prompts life in the organization and the one who insures the stability and the persistence of the organization in the goals it was established for; in short, a leader who is capable is one who is able to move the organization to the direction he envisions and sets. By having certain leadership competencies and skills, a leader should be able to adapt his/her leadership styles and behaviours to achieve organizational goals and objectives. At the individual level, leaders who are able to influence, motivate and direct employees will often be rewarded by loyalty and performance of their employees (Mosadegh & Yarmohammadian 2006). Good and effective leaders matter to the overall performance and well-being of the organization and its members; they also matter to other stakeholders of the organization, such as the customers and the society at large. In other words, effective leadership is a corner stone in life, in general, and in achieving organizations' success, in particular.

The subject of leadership has received increasing attention by many academics, scholars and researchers over the last decades or so. Given the turbulent times many organizations are in, leaders are often referred to and seen as someone who is capable of manoeuvring the ship amidst strong tides and currents, and hence it is not surprising that academic attention has been focused on this important concept. Research on leadership can be traced in the studies of

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